

COUNTY OF PLACER
PROBATION DEPARTMENT DESCRIPTION
ADULT SERVICES
INTERVIEWS AUGUST 15–16, 2000

Interview Process

On-site interviews with seven stakeholder groups were conducted in Auburn on August 15 and 16, 2000. The groups were divided into juvenile and adult services, except for the chief probation officer and senior staff and the county administrator's office staff, who participated in both juvenile and adult service discussions. The seven stakeholder groups were as follows:

1. Judges and court administrators
2. Chief probation officer and senior staff
3. Line supervisors and probation officers
4. Prosecutors and defense attorneys
5. County administrators
6. Public community agencies
7. Private community agencies

A total of 48 people were interviewed. This number included 2 judges and 1 court administrator, 10 senior probation managers, 11 first-line supervisors and line staff, 19 public and private agency representatives, 3 prosecutors and defense attorneys, and 2 staff members from the county administrator's office. Several stakeholder groups addressed the same questions. Separate reports addressing juvenile and adult services have been prepared for Placer County. Although many of the answers in both reports are the same or similar, the questions were addressed separately by juvenile and adult services stakeholders.

Prior to the on-site interviews, several actions occurred. Eighteen categories related to juvenile and adult services were developed. Each category included several questions

specific to that topic. These questions were discussed, modified, and clarified at a meeting with representatives from the six counties selected to be part of this process. To accommodate the time frames of this project, participating counties were asked to address the questions in writing and to provide as much information as possible prior to the actual interviews. *This report combines all responses and does not specifically identify the part of the justice system reporting.* The 18 categories are as follows:

- I. Demographic Information
- II. Organizational Structure
- III. Department Mission and Objectives
- IV. Policies and Procedure
- V. Monitoring and Evaluation Process
- VI. Management Information Systems
- VII. Funding Sources
- VIII. Probation Services
- IX. Specialized Court Services
- X. Probation and Private Service Provider Partnerships
- XI. Staff Development and Training
- XII. Communication Systems
- XIII. Program or Service Gaps
- XIV. Partnership with Judiciary
- XV. Partnership with Prosecutors and Defense Attorneys
- XVI. Partnership with Other Collaborative County Departments
- XVII. Juvenile Probation Partnership with Education System
- XVIII. Strengths of Probation Department

PLACER COUNTY ADULT SERVICES DESCRIPTION

A total of 26 stakeholders addressed the questions related to adult services. The participant breakdown was as follows:

- One judge
- Ten senior managers
- Five supervisors and probation officers
- Five private community agency representatives
- Two public community agency representatives
- One defense attorney
- Two representatives from the county administrator's office

I. Demographic Information

A. Description of the county

Placer County is located adjacent to Sacramento County. Its 226,000 total population includes an unincorporated population of 94,800. The western end extends from the valley floor in the west to the high Sierra in the east. The population of Placer County is projected to increase at a rate of at least 36% between 1997 and 2005, making this county one of the fastest growing in the state.

The median income is \$37,600. Eighty-five percent of the population 25 years of age and older have completed high school. Thirty-three percent have an associate's degree, and 22 percent have a bachelor's degree.

The largest ethnic group is Caucasian (87.2 percent). Hispanics (8.7 percent); American Indians, Asians, and others (3.4 percent); and African Americans (0.7 percent) make up the balance. Placer County has limited cultural diversity, views itself as politically conservative, and is the second-fastest growing county in

California. It is considered a mini-Silicon Valley, has a low tax base, and has a large retirement community.

B. Size of probation department

- As of July 2000, the probation department had 132 budgeted positions
- The probation department is divided into 10 divisions, plus the chief and two deputy chiefs:
 - Chief and two deputy chiefs 3 positions
 - Administrative support 18 positions
 - Adult division 19 positions
 - Community corrections 16 positions
 - Juvenile division 18 positions
 - Systems of care 10 positions
 - Tahoe branch 4 positions
 - Business office 2 positions
 - Juvenile detention 26 positions
 - Special services 4 positions
 - Central kitchen 12 positions

C. Adult offender monthly population, including types of offenses

- Probation supervision 1,736
- Electronic monitoring 60
- Custody caseload 242
- Work release 290
- Drug court 58
- Number of release or bail retention reports (monthly) 155

Placer County has comparatively few serious crimes. Most offenses are property crimes, ranging from burglary to petty theft, followed by drug offenses and assaultive offenses.

II. Organizational Structure

A. History of structure

- In 1994, the county hired a consultant to study the organizational structure
- In 1998, counselors in the juvenile hall were converted to probation officer positions
- In July 1999, the assistance chief position was eliminated in exchange for two deputy chief positions

B. Theory behind organizational structure

- Divisions are created around similar duties within specified geographic locations
- Deputy chief positions enable the chief to concentrate on administrative responsibilities

C. Reporting lines of authority

- Four layers of management:
 - Chief
 - Deputy chief
 - Manager
 - Senior probation officers (sometimes have supervisory responsibilities)

D. Discuss organizational structure strengths

- Some units have a 3:1 staff-to-supervisor ratio
- Interchangeable probation officer positions from juvenile hall to probation provide the department with additional flexibility

E. Suggested organizational changes

- Supervising probation officers should not carry a caseload
- Divisions should be consolidated

- Too many layers of management
- Managers now have less input

III. Department Mission and Objectives

A. Written department mission statement

- There is a mission statement for the department that was completed 18 months ago

B. Written adult services mission statements

- Adult probation services use the department's mission statement

C. Written annual objectives for adult services

- There are no written annual objectives
- There are specific management goals and objectives for each division that are not shared with all levels of the department

D. Discuss staff involvement in the mission statement process

- Management team prepared the mission statement

E. Discuss how objectives are implemented within the department

- Management driven

IV. Policies and Procedures

A. Does the department have a policies and procedures manual?

How often is it revised?

- Each division has a policies and procedures manual
- Reviewed one year ago
- Administrative manual contains department policies and procedures
- Department is constantly reviewing and adding new policies

B. How are policies and procedures implemented?

- Each manager takes on the responsibility of discussing policies with staff
- All staff have policies and procedures manuals and are responsible for keeping them updated

C. Describe the process used to prepare policies

- Chief probation officer and deputy chiefs have primary responsibility for preparation, with some assistance from managers
- Committee of line staff and managers discuss policies
- Line probation officers prepare certain policies that pertain to their primary responsibilities
- Policy development is usually reactive

D. Describe staff input in policy development

- Probation officers usually have no input in policy development
- Usually solicit agreement by managers
- Usually a knee-jerk reaction

E. Describe the process used to monitor policies and procedures

- Division managers are responsible for discussing policy/procedure issues with staff
- Line staff do not comment before a policy is instituted

V. Monitoring and Evaluation Process

A. Describe the evaluation procedures for programs and services

- Grant programs have evaluation components as part of the award system
- All other programs and services do not have evaluation components
- Evaluation procedures and resulting data are informal

B. Are evaluations designed on performance-based measures?

- No

C. Describe how monitoring and evaluation information is reported to the CPO

- Discussed at management meetings

D. Describe how this information is integrated into programs and services

- Informally

E. Describe how information from evaluations is integrated into management decisions

- Management reviews material on evaluated special programs

VI. Management Information Systems

A. Describe the current information system

- Current system is operated on countywide network/servers managed by the county information technology unit (IT)
- System provides intra- and intercounty e-mail services as well as Internet access
- Office automation software is standardized throughout the county
- An integrated justice software system, Tiburon, has been installed but is not fully implemented
- Old system worked better
- Exchange of information with sheriff is done manually
- System periodically is down
- There is an MIS technology group on site within the department
- Tiburon has been operational for approximately five years
- The individuals who determine department needs keep changing

- Line officers were not in the loop when Tiburon was designed
- Often not able to get basic information

B. Assess the efficiency of the information system

- Tiburon is evaluated as 30 to 75% efficient
- Fingerprint access is electronically transmitted in a timely fashion

C. Describe how information needs are determined

- Needs are determined by management and department MIS staff
- No probation officer input
- County meets as a group with probation as one voice

D. Does a users committee exist and what is the composition?

- There is no users committee
- MIS staff meet regularly with county IT

E. Describe how the MIS interacts with other parts of the system

- Department accesses data via personal computers operated by the county IT department
- Sheriff's department and probation are working toward a records management system

F. Discuss additional information needs

- Need to extract regularly generated reports from Tiburon
- Need to have capability to access special one-time reports from Tiburon
- Need more integrated access to justice system
- Need more access to the Department of Health and Human Services
- Need improved in-house technical support
- Information in the system cannot be accessed
- Staff is computer illiterate

G. What are the computer equipment needs?

- Additional personal computers
- Need laptops
- Computer needs are determined by county IT department
- Some managers do not have access to personal computers
- MIS staff must stay current on technology advancements

VII. Funding Sources

A. What is the total budget?

- Total gross budget for FY 2001 \$8,790,220
- General fund contributions \$3,064,614
- Revenues \$5,062,252

B. What are the major line items?

- Salaries/benefits \$6,171,122
- Services/supplies \$1,194,534
- Other charges \$500,000
- Fixed assets \$35,595
- Charges from departments \$1,024,546

C. What are your various funding sources?

- Title IV-E \$152,250
- TANF \$447,578
- Public safety fund \$2,500,000
- Supervision fees \$67,000
- Presentence investigations \$101,000
- Community corrections fees \$886,231
- Schools, children's
 system of care \$684,093

D. Where are your greatest funding item deficits?

- Personnel
- Vehicles
- Personal computers
- Office space
- Updated facilities
- Updated safety equipment
- More outside department training monies

E. Level of CPO control over budget

- CPO has control over department budget
- Participates in county board committees

F. Large budget category comparisons for the past five years

- | | | |
|------------------------|---------------------------|--------------------|
| ▪ FY 1997: \$5,420,317 | General fund: \$3,824,689 | Other: \$3,116,739 |
| ▪ FY 1998: \$6,464,002 | General fund: \$3,624,076 | Other: \$3,791,563 |
| ▪ FY 1999: \$6,928,480 | General fund: \$3,514,907 | Other: \$4,295,832 |
| ▪ FY 2000: \$7,262,731 | General fund: \$3,176,553 | Other: \$4,059,178 |
| ▪ FY 2001: \$8,790,220 | General fund: \$3,064,614 | Other: \$5,062,252 |

Since fiscal year 1997, there has been a 62 percent increase in the total budget revenue. The fiscal year 2001 budget includes 35 percent from general funds and 65 percent from other revenue sources. From fiscal year 1997 to 2001, the general fund contributions to the probation department have decreased from 70 percent to 35 percent. During that same time period, money obtained from other revenue sources has increased 162 percent.

VIII. Probation Services

A. Discuss the automated and validated needs/risk tools being used

- National Institute of Corrections needs/risk assessment

- Drug court uses SASSI

B. Describe any specialized assessment services you provide

- None

C. What are the current probation supervision workload standards?

- Maximum supervision 163 minutes per month
- General services 50 minutes per month
- Bankload 10 minutes per month
- Electronic monitoring 1 contact a week

D. Describe how these workload standards are determined

- Standards were determined by time-study methods
- Standards are determined by the number of cases and probation officers available
- Process not clear to line probation officers

E. Describe the case plan process (supervision plan)

- Initial intakes are taken for all adult offenders

F. Describe the continuum of services offered to probationers from least to most restrictive sanctions

- Drug diversion (Tracks I and II)
- Deferred entry of judgment
- Drug court (Track III)
- Probation and specialized probation caseloads
- Substance abuse
- Domestic violence and mental health
- Community corrections:
 - Community service
 - Work release
 - Electronic monitoring

- Jail

G. Are there eligibility criteria for entering and exiting each program and service? Please describe.

- Generally no specific eligibility criteria
- There is criteria for drug court

H. What sanctions along the continuum are *not* available?

- Residential drug and alcohol services
- Inpatient and outpatient mental health services
- Timely placement in community services

I. Describe the role the judiciary plays in the intermediate sanctions system

- Follows the recommendations of probation 90 to 95% of the time

J. What role does the judiciary play in determining the types of supervision sanctions needed?

- Judges indicate predispositions
- Judges encourage probation to disagree if probation has a different position or recommendation
- Judges encourage younger probation officers to express their opinions
- Judges usually concur with probation officer recommendations
- Sentences usually have pretty standard conditions

K. Are there any mandated sanctions?

- None listed

IX. Specialized Court Services

A. List the specialized programs in your county

- Drug court (three tracks, including diversion, guilty plea, and postconviction)

- Mental health calendar
- Domestic violence court
- DUI calendar
- Substance abuse caseloads

B. Describe the relationship between these programs and probation

- All specialized courts have good working relationships with probation
- Excellent access to judges
- Good working relationship with prosecutor
- Drug court probation officers are dedicated to the program
- Clients lack the financial means to utilize specialized programs

X. Probation and Private Service Provider Partnerships

A. Describe the services private vendors provide to the probation department

- Electronic monitoring
- Family services
- Fifty-two-week batterers program
- Urine testing
- Education counseling
- Anger management
- Parenting skills
- Sexual misconduct
- NA and AA services

B. How does probation staff view these services or programs?

- Services provided by private vendors are valued
- Quality of services is mixed
- Domestic violence task force works well with victims program
- Drug task force unit works well with probation and other agencies

- Private agencies are serving large numbers of clients

XI. Staff Development and Training

A. Describe the specific training subjects offered to staff

- Each new probation officer receives 240 hours of training from the state
- Each probation officer is required to have 40 hours of training annually
- Each institution worker is required to take 24 hours of annual training
- Each new supervisor and manager receives 80 hours of required training
- Each employee receives an in-house orientation program
- Training is offered using internal staff as instructors

B. List the training courses that are mandatory

- CPR
- Weaponless defense
- Use of force
- First aid
- Medical issues for juvenile hall staff
- Telecommunication security

C. Describe how staff training needs are determined

- Statewide mandates
- Managers determine staff needs
- Line staff request specific training courses
- Most training is in-house

D. Describe the process used to get staff input for training needs

- Surveys
- Officer choice and selection
- Officers make suggestions to managers
- Limited money for outside training limits the choices

E. Describe the types of cross-training taking place

- Policy to rotate officers contributes to cross-training

F. Describe the management training being offered

- After promotion to supervisor or manager, an 80-hour course is provided
- Sixteen hours of training annually
- County offers supervisory management training

XII. Communication Systems

A. Describe the department's staff meeting schedule

- The chief and deputies meet on a weekly basis
- Managers meet with supervisors monthly
- No regularly scheduled meetings with managers and deputy chiefs
- No regularly scheduled meetings with probation officers within divisions
- No regularly scheduled meetings with supervisors and probation officers
- No regularly scheduled meetings with deputy chiefs

B. Describe the process used to disseminate day-to-day information to line staff

- E-mail
- Voice mail
- Memoranda
- Fax
- Minutes of management meetings
- Face-to-face contacts

XIII. Program or Service Gaps

A. Discuss the resources, services, or programs you need to provide a more effective probation service

- Breathalyzer component to electronic monitoring
- Personnel
- Vehicles
- Training to improve computer skills
- Residential mental health services
- Inpatient and outpatient substance abuse services
- Offenders need closer direct supervision
- More wrap-around services with mental health
- Probation is out of the loop with HHS
- Offenders are placed in banked caseloads prematurely
- Sex offender services

B. Are any programs mandated?

- None discussed

XIV. Partnership with Judiciary

A. What services does probation provide for the judiciary?

- Pretrial reports
- Presentence investigation reports
- Staff drug court program
- Court officers unit
- Supervision
- Probation violation reports

B. Describe the relationship between the judiciary and the probation department

- Probation see itself as an arm of the court
- Excellent relationship

- Two-way communication is operational
- Judges do not micromanage probation
- There are problems with a few judges

C. Describe the process used by probation and the judiciary to ensure that the judiciary has the broadest possible sentencing alternatives

- Probation department provides all sentencing alternatives to the court
- Judges closely address the reasons why probation is making a specific recommendation
- Judges are given a wealth of information
- Judges can access services within the probation department
- Meetings are held with judges every six months to discuss options

D. What changes or enhancements are needed to improve this partnership?

- Partnership is good
- More personalized contact with judiciary
- More judicial feedback about the work done by probation
- More meetings between probation and the judiciary
- Assist the judiciary by getting outside services in a more timely manner

XV. Partnership with Prosecutors and Defense Attorneys

A. What are the points of interaction among probation, prosecutors, and public defenders?

- Pleas
- Prosecutor and public defender get copies of presentence investigation reports
- Open exchange of information between probation and public defender
- Constant contact between prosecutor and public defender with court officer unit
- Probation gets good reception when contacting public defender about client information

- Public defender and prosecutor share files

B. Describe the relationship among prosecutors, defense attorneys, and the probation department

- Excellent relationship among prosecutor, public defender, and probation
- Public defender understands role and does not “lobby” probation
- Probation is viewed as independent and unbiased
- All parties meet and have developed a good understanding of the other’s roles
- Probation is responsive to ideas

C. Discuss the exchange of information among probation, prosecutors, and defense attorneys

- Constant case contact with prosecutor and public defender via telephone, e-mail, or face to face
- Open exchange of information

D. What changes or enhancements are needed to improve the partnership?

- Quarterly meetings among prosecutors, public defenders, and probation
- Generally a good relationship
- Takes too much time to hire probation officers
- Probation officers rotated out of juvenile hall do not know how to handle cases
- Probation needs more officers
- Prosecutor and public defender need more information about the role of probation

XVI. Partnership with Other Collaborative County Departments

A. What are the points of interaction with these departments?

- Subject not addressed

B. Describe the relationship between probation and these departments

- Varies depending on the individual contact person
- Issues arise regarding release of information

C. Discuss the exchange of information between probation and these departments

- Depends on agency

D. What changes or enhancements are needed to improve this collaborative relationship?

- Better public relations
- Better understanding of the role of probation
- Adult system of care not clear on its functions
- Liaison staff with other agencies
- Probation officers are very responsive
- Interchange of office locations

XVII. Strengths of Probation Department

A. List and discuss the elements of the probation department services that you believe are outstanding or exceptional

- Chief probation officer is highly respected throughout the county
- Chief probation officer is a wonderful advocate for juveniles
- Emphasis on youth programs is outstanding
- Supervision of probationers is excellent
- Food services operation is exceptional
- In-house training program is excellent
- Good partnership with other county agencies
- Outstanding benefits package for staff
- SMART program
- Tier III program

- Good rapport with managers
- Willingness to create new programs
- Day reporting center
- Outstanding adult drug court
- Open-door policy
- Dedicated staff
- Presentence investigation reports are excellent
- Probation officers are committed to community
- Probation officers know the community
- Very good presentence investigation reports
- Management addressing personnel needs

